

Roles and Responsibilities

It is the responsibility of each employee to implement and enhance the EEO Program. However, some have a greater role and responsibility for its implementation and success:

- [The Executive Officer, Chief Deputy Executive Officer, Deputy Executive Officers](#)
- [EEO Officer](#)
- [Division Chiefs & Assistant Division Chiefs](#)
- [Branch Chiefs and Section Managers](#)
- [Manager, Classification and Transaction Section \(Personnel Officer\)](#)
- [Manager, Labor Relations, Exams and Training Section](#)
- [EEO Advisory Committee](#)
- [Disability Advisory Committee](#)
- [EEO Counselors](#)
- [EEO Investigators](#)
- [Human Resources Analysts](#)
- [All Employees](#)

Executive Officer/Chief Deputy Executive Officer/Deputy Executive Officers

The Executive Officer/Chief Deputy Executive Officer/Deputy Executive Officer are ultimately responsible for the EEO Program. To provide an effective and meaningful program, they will:

- ◆ Set a positive tone and provide management support to EEO Program efforts.
- ◆ Promulgate and enforce policy regarding the EEO Program.
- ◆ Delegate authority to the EEO Officer for developing and implementing the program and support the allocation of EEO resources and personnel.
- ◆ Require managers and program staff to be accountable for the EEO Program.
- ◆ Appoint the EEO Advisory Committee members, and Disability Advisory Committee members.

EEO Officer

Under the direction and delegation of the Deputy Executive Officer, the EEO Officer will:

- ◆ Provide staff leadership in the development and implementation of the EEO Program Plan.
- ◆ Develop policy statements, procedures and reports regarding the EEO Program.
- ◆ Assist division chiefs, assistant division chiefs, branch chiefs and section managers in carrying out their EEO responsibilities.
- ◆ Review personnel programs/procedures and work with staff to eliminate EEO barriers.
- ◆ Oversee the annual work force analysis and employment goal setting as required by Government Code Section 19795 and 19797.
- ◆ Direct and oversee the discrimination complaint program. If ARB policies are violated, the EEO Officer works with the supervisor and the appropriate Human Resource Analyst to implement corrective action.
- ◆ Supervise trained EEO Counselors/Investigators.
- ◆ Develop the ARB recruitment program and implement strategies to ensure EEO.
- ◆ Supervise the Student Coordinator.
- ◆ Provide career counseling for all interested ARB employees.
- ◆ Ensure that appropriate ARB examinations include questions concerning EEO issues.
- ◆ Encourage the use of SPB special hiring programs, for example Limited Examination Appointment Process (LEAP).
- ◆ Serve as a consultant to the EEO Advisory Committee and liaison between the Deputy Executive Officer and the Committee. Provide guidance, support, advice, direction, and information to the EEO Advisory Committee (EEOAC), and the Disability Advisory Committee (DAC).
- ◆ Apprise the Executive Office of the EEOAC and the DAC efforts/activities and act as a liaison between EO and EEOAC.
- ◆ Provide consultation and recommendations of projects for the EEOAC and the DAC members.
- ◆ Recommend appropriate training for the EEOAC and the DAC members.

Division Chiefs and Assistant Division Chiefs

Division Chiefs and Assistant Division Chiefs are accountable to the Executive Officer for the overall effectiveness and results of EEO efforts within their divisions. Each Division Chief and Assistant Division Chief will:

- ◆ Set a positive atmosphere in which the intent and spirit of equal employment can be accomplished. Make subordinates accountable for their actions and attitudes.
- ◆ Require that all persons are treated equally and on the basis of merit, in decisions regarding placement, promotions, training, work assignments, transfers and other personnel actions.
- ◆ In cooperation with the EEO Officer, work toward achieving EEO goals.
- ◆ Comply with EEO policies and procedures. Require all managers/supervisors within their division to comply with EEO policies and procedures.
- ◆ Provide a harassment-free and discrimination-free work environment. Take immediate, effective action in the event that discrimination or harassment is alleged or occurs. This includes contacting the EEO Officer for guidance and, if appropriate, contacting your assigned Human Resources Analyst (see the [Directory of Administrative Services](#)) for assistance with implementing corrective action.
- ◆ Allow managers and staff to participate in recruiting events and assist with exam interviews.
- ◆ Assure that reasonable accommodations are considered and provided for qualified persons.
- ◆ Assure that the upward mobility program is understood by hiring managers.
- ◆ Encourage managers to assist employees with planning and implementing their personal development goals by providing annual performance evaluations and by utilizing the Individual Development Plan (IDP) process or other similar career planning processes.
- ◆ Encourage staff to apply for the EEOAC and the DAC positions. If subordinates are appointed to any of these groups, support the employee's involvement and allow the employee reasonable work time to complete committee activities.

Branch Chiefs and Section Managers

The Branch Chiefs and Section Managers are critical in the implementation of the EEO Program. Branch Chiefs and Section Managers will:

- ◆ Set a positive tone, support and encourage implementation of EEO goals and objectives.
- ◆ Be knowledgeable about and comply with EEO policies and procedures.
- ◆ Provide a harassment-free and discrimination-free work environment. Contact the EEO Office immediately if discrimination or harassment is alleged or occurs in order to resolve it as quickly as possible. Monitor the workplace to ensure there is no retaliation after a complaint is filed.
- ◆ Allow staff to assist with recruiting events and exam interviews.
- ◆ Require that all persons are treated equally and on the basis of merit, in decisions regarding placement, promotions, training, work assignments, transfers and other upward mobility considerations.
- ◆ Discuss the Sexual Harassment Policy with new employees on their first day of employment and sign the Acknowledgment of Understanding (ASD-177).
- ◆ Provide reasonable accommodations for qualified applicants with a disability and employees with a disability. This is an interactive process between management and the employee. For assistance, contact the ADA/Reasonable Accommodation Coordinator who is listed in the [Directory of Administrative Services](#).
- ◆ Support and encourage the upward mobility of employees. Understand and utilize available upward mobility options when appropriate.
- ◆ Assist employees in planning and accomplishing their personal development goals by providing annual performance evaluations and by using the Individual Development Plan (IDP) process, or other similar career planning processes.
- ◆ Encourage staff to apply for EEOAC and DAC positions. If subordinates are appointed to any of these groups, support the employee's involvement and allow the employee reasonable work time to complete program activities.

Manager, Classification and Transaction Section (Personnel Officer)

The Personnel Officer also plays a major role in the development of an effective EEO program. To aid ARB in achieving an effective EEO Program, the Personnel Officer will:

- ◆ Work closely with the EEO Office in evaluating personnel policies and procedures.
- ◆ Develop, maintain, and update salary charts, and bridging classes to facilitate upward mobility.

Manager, Labor Relations, Exams and Training Section

The EEO Officer consults with the Manager, Labor Relations, Exams and Training Section regarding EEO, labor relation issues, exams, and career development training for managers, supervisors, and employees. In the areas of EEO the Manager, Labor Relations, Exams and Training Section will:

- ◆ Provide ethnic and gender information to the EEO Officer about exam candidate groups when necessary to assist in resolving discrimination complaints.
- ◆ Disseminate information on exams and job opportunities. Assure that this information is available, in a timely manner, to all interested employees and applicants.
- ◆ Include information about requesting reasonable accommodation on all exam bulletins and job announcements.
- ◆ Circulate training information on courses available to staff to enhance upward mobility and staff development.
- ◆ Assist the EEO Officer in recommending appropriate EEO training programs for managers and supervisors and encourage attendance.
- ◆ Provide information regarding upward mobility and other available training.
- ◆ Ensure that all training, including handouts and training materials, are non-sexist and non-discriminatory in nature.

EEO Advisory Committee

The EEO Advisory Committee (EEOAC) advises and assists the Executive Office and/or the EEO Officer with the implementation of an effective EEO program.

See their web page for more information:
<http://www.arb.ca.gov/as/eeo/eeoac/eeoac.htm>

Disability Advisory Committee (A Subcommittee of the EEOAC)

- ◆ The Deputy Executive Officer appoints a minimum of two members to the Disability Advisory Committee (DAC). Their supervisor must approve these appointments. The DAC member's responsibility is to advise the Deputy Executive Officer on matters relating to the Persons with Disabilities Program. See their web page for more information:
<http://inside.arb.ca.gov/as/eeo/eeoac/DAC.htm>

EEO Counselors

EEO Counselors attempt to resolve individual discrimination issues quickly and informally. Trained counselors who work within the requirements of the discrimination complaint process will:

- ◆ Provide confidential counseling to the extent practical and appropriate in order resolve the issue.
- ◆ Accommodate the employee's time constraints, as much as possible, in scheduling counseling meetings.
- ◆ Work with management to attempt to remedy the alleged discrimination prior to engaging in the formal complaint process.
- ◆ Inform the employee of their rights to file a formal complaint if they are not satisfied.

EEO Investigators

EEO Investigators play an important role in the complaint process. Investigators are formally trained to perform thorough fact-finding investigations. As assigned by the EEO Officer, investigators will:

- ◆ Act as a neutral fact finder.
- ◆ Interview all necessary parties and witnesses to secure the relevant information related to the complaint.
- ◆ Maintain objectivity during the course of the investigation.
- ◆ Maintain confidentiality to the extent practical and appropriate in order to obtain all necessary information for a thorough investigation.

- ◆ Prepare a written report for the EEO Officer that provides facts that indicate whether or not the EEO Policy and/or the ARB Sexual Harassment Policy has been violated.
- ◆ Completes the file that is maintained confidentially in the EEO locked files.

Human Resources Analysts

Human Resources Analyst may be a part of the EEO process if it is found that ARB policies have been violated. The Human Resources Analyst will:

- ◆ Provide necessary personnel information to EEO Investigators for a thorough investigation.
- ◆ Assist the supervisor to implement corrective action when the EEO policy and/or the ARB sexual harassment policy has been violated.

ARB Employees

All ARB employees are responsible for implementing and enhancing the EEO Program by monitoring their own actions for discriminatory or harassing behavior, and by eliminating inappropriate conduct. All employees will:

- ◆ Become knowledgeable of and comply with EEO policies and procedures.
- ◆ Make EEO issues and concerns known to management or the EEO Officer (listed in the [Directory of Administrative Services](#)). For information regarding the discrimination complaint process see: <http://inside.arb.ca.gov/as/eo/process.pdf>.
- ◆ Assume ultimate responsibility for his/her own career development and personal growth goals.
- ◆ Critically analyze personal actions so that each employee treats others with professional courtesy and respect.
- ◆ Co-operate when called upon to be interviewed during a discrimination investigation and provide truthful information. All conversations conducted during an interview should be kept as confidential as possible.
- ◆ Assist with recruiting events when requested.
- ◆ Take an active role with assisting the ARB to meet its EEO goals and objectives by joining the EEOAC or the DAC.
- ◆ Support the EEOAC and the DAC activities.